

Colorado City & County Management Association

A State Affiliate of ICMA

CCCMA Annual Conference February 5-7, 2020

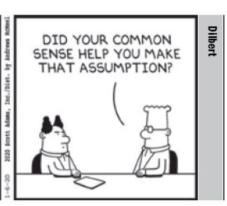
AGENDA – Fired is not the last Chapter – Feb 6, 3:15pm, Taft Room

- 3:15 Introduction of Panel and Session Overview
- 3:20 Bill Ray: "Walking on Thin Air" and his career in the last 20-years
- 3:40 Stuart McArthur: Experience from fired to hired
- 3:50 Chantal Unfug: Mesa County to Department of Local Affairs
- 4:10 Katie Sickles: Manager in Transition Anniversary Chapters and Resources after Fired
- 4:25 Questions and Comments or network at the Reception
- 4:30 Adjourn to Reception

Manager Performance Evaluation

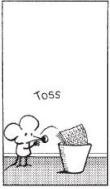


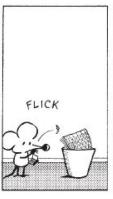




Letting Go













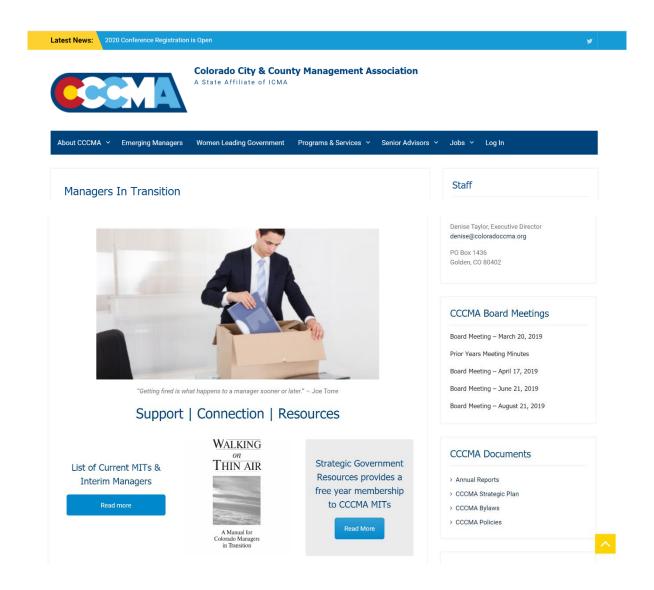
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The CCCMA Transition Committee as identified in the 2000 edition of Walking on Thin Air no longer exists in 2020. Contact Executive Director Denise Taylor to access CCCMA resources.



"Always make sure you reach out to Kevin at CML for information and assistance." CML, CCCMA, and CIRSA stay in touch with each other to assist individuals and municipalities.



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Empowered cities and towns, united for a strong Colorado

STUART S. MCARTHUR TOWN MANAGER



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222 Grand Valley Way - Parachute, CO 81635 - (970) 285-7630

January 17, 2020

SUBJECT: BIOGRAPHY FOR STUART S. McARTHUR

After ten (10) years in the oil and gas industry in Houston, TX, I began my public service career as a budget analyst for Clark County, Washington. In 1998, I moved to Colorado and took a job with the City of Aurora as the Budget Officer. From 2001-2004 I was the Finance Director for Arapahoe County. After a period of transition, I was appointed as the Town Manager for a newly incorporated Town, the Town of Watkins. The Town residents elected to discontinue the Town in 2006. I think I am the only person that has ever shut down a government in the State of Colorado – hope I did it right! I tried my hand at consulting with my own company, SSM Solutions LLC for a couple years until I decided I missed the public service life. I was appointed Town Manager for the Town of Bennett in 2009 and left there in 2013. My last and current stint has been with the Town of Parachute on the Western Slope. Hopefully this is my last until retirement – that transition will be welcome.

I have been married to my beautiful wife, Carol, for going on 40 years. We have four (4) gorgeous daughters who have produced fourteen (14) wonderful grandchildren for us.



<u>Bill Ray</u> served as Arvada Deputy City Manager from May 2005 through June 2018, when he retired. After 15 days of retirement bliss, He has assumed the job of Executive Director of the Jefferson Parkway Public Highway Authority, previously a hobby of his from May 2008 forward. Also, during his 18-year career with Arvada, Bill served as Director of Public Works and Utilities for five years and in 2007, he was the interim director of the Arvada Center for the Arts and Humanities.

Now in his 42nd year of public service, Bill has worked in communities ranging in size from under 1,000 to more than 100,000 residents. Previous to Arvada, he had a 22-year tour of duty on the Western Slope. Seventeen of those years were spent as City Manager for Pagosa Springs, Grand Lake and Cortez, with stops in the San Luis Valley (Council of Governments Planning Director) and the Southern Ute Indian Reservation (Economic Development Director). He has served as President of the Colorado Municipal League and as President of the Colorado City/County Managers Association. He has occasionally been an instructor with the CU Graduate School of Political Science, Center for New Directions.

Bill received his M.P.A. from the University of Colorado at Boulder and his B.A. in American Studies from the University of Denver.

He received a lifetime achievement award from the Colorado City and County Managers Association in 2018 and has been awarded a lifetime membership in the International City Managers Association.



<u>Katie Sickles</u> had a variety of early career opportunities; a licensed cosmetologist, Russell Stover candy packer, apple shed manager, construction contractor and negotiated an aggregate company's permit violation at the Reclamation and Mine Safety Board hearing. After the hearing a government career path became a clear future path. While raising four small children Katie completed her BS at Colorado Christian University and MPA at

University of Colorado at Denver 1998 as GSPA Outstanding Western Slope Student.

Katie interned at Delta County Planning Department, Grand Junction Community Development and completed a service plan for an ambulance Special District task force that was successfully created by the area's electorate. She was the GIS Coordinator for Delta County 1998-2006, Cedaredge Town Administrator 2006-2017, Ouray City Administrator 2017-2019, Grand Lake Interim Town Manager for three months with the goal to recruit a Town Manager, recent seasonal UPS worker and hired as Bayfield interim Town Manager starting on Monday February 10.

Her volunteer activities are concentrated in public school groups, youth sporting programs, children's ministry and trail enhancement. Katie has been a Colorado Volleyball Official for over 15 years and is active in cross-fit, cycling and hiking. Her second marriage family includes four children, two stepchildren and five grandchildren scattered across Colorado and the US.

Working in private professions for several years gave her a passion for government transparency.



Chantal Unfug

A native of Colorado, Chantal's childhood, filled with countless days exploring small, rural communities, created a passion for Colorado and building strong community. Her early career as a businesswoman and part time ski instructor in Aspen and Winter Park led her on a continued path as an advocate for community and economic development, neighborhood stabilization and revitalization. This path led Chantal to the Department of Local Affairs to serve as Director of the Division of Local Government in 2013 where she leads over 65 employees to provide grants, research, technical assistance, problem solving and expertise on community and economic development with a focus in local governance. She oversees multiple unique state and federal grant programs, with 4 advisory committees distributing over \$1b in the past 6 years to strategically invest annually in over 1000 local community development and resilience projects annually. In DOLA, she has identified multiple gaps and trends to successfully develop, implement and launch programs to address the needs of communities across Colorado, including for example, 4R- Rural Response, Recovery and Resilience, Colorado Resilience Office, Rural Economic Development Initiative and Transforming Safety.

Having served for three Governors, three Denver Mayors, and a Board of County Commissioners primarily in appointed roles, Chantal is familiar with serving in an at-will capacity, coming and going, in an ever-changing environment. Her transitions each time were unique, whether it was as the Director of the Women's Business Office under Governor Roy Romer, as the Manager of Denver Parks and Recreation under Mayor Guillermo "Bill" Vidal or as a County Administrator.

CPS HR Recruiter Perspectives

"The straight scoop"

1. What resources are available for unemployed professionals searching for job opportunities?

There are only two kinds of city managers: the ones who have been fired and the ones who could be at any moment. That means there isn't really that much of a difference between sitting City Managers and transitional City Managers to a recruiter, so all of the usual resources should be utilized.

The good news is that the vast majority of employers are willing to consider managers in transition so use all of the same resources that you would use if you were job searching while employed. If anything, you now have more time to focus on the search and knock each interview out of the park.

2. What resource does your firm provide for job seekers?

We have a full-time team of enthusiastic recruiters who love to talk with candidates. Just ask us! Recently, when a manager in transition asked for help, one email quickly turned into a flurry of interconnected messages across our team and leads for the candidate to consider. We see our responsibility as twofold, the client and the candidate. We know that this is a two-way street and are keen to help earnest candidates whenever we can. We will advocate for the candidate as long the candidate is honest with us regarding their circumstances.

Because we are a public agency, we are always happy to provide candid advice and guidance to any prospective candidate. We want to make good matches for both the client and the candidate.

3. Is there a situation a candidate should avoid during a "meet the candidates" forum?

Typically, this is a personal choice when evaluating your personal competitiveness against the impact such news might bring to your current employer. Generally, I'd say to avoid these types of engagements when there are more than 3 finalists. The Council should do a better job narrowing the field before asking you to participate in such a public process. Unfortunately, that means hard cuts where you might not get the chance to really show who you are. In my experience, employers are not impressed with candidates who waffle on attending these things, so you need to be all in or all out before committing.

And regarding being unemployed in this setting, you just must know your story and own it. You may very well be asked, and the past can't be changed, so chart your best path forward and let others see your determination and strengths.

4. How should a candidate address termination from a previous or recent employer?

Both recruiters and councils can sniff out stale responses to this question. The best way to address it is head on. As the old adage says: "Hang a lantern on your problem." Especially if you've got positive media or positive references from your previous council, make sure to call that out in interviews or application materials. Split votes matter, too. A 4-3 for termination is very different than a 6-1 or 7-0. In the case of overwhelming opposition (a 7-0 vote to terminate, for example), you need to come prepared to address how the situation got to the point it did, what your side of the story is, and how you will work with this new council to make sure they have confidence in your ability to avoid a similar outcome.

If you've got bad media and an overwhelming vote, you might consider taking a lower level or alternate position to rebuild credibility. The employment market is too hot right now and councils are not keen on taking risks. We recently had a candidate say, "I honestly don't know why I got terminated." That did NOT go over well with the new council.

This is the time for humility and genuine introspection. Being aloof or combative will not serve you well – it is amazing how some candidates readily throw their old councils under the bus when interviewing with a new council. Consider your audience! You may be right, and your old council may very well have been wrong, but you don't want to be seen as a disgruntled liability. Every interview should end with the interview panel feeling excited and jazzed up about working with you.

5. Regarding resumes or cover letters, what errors standout that eliminated the candidate from consideration?

For experienced city managers, there are rarely "mistakes" that take someone out of consideration. I typically give a free pass for a minor grammar error or two. What is both unfortunate and annoying is when an experienced manager is trying to get a position but submits a pro forma resume and cover letter without any consideration for the community. The council wants you to solve their problems! When you write a cover letter, **look at the recruitment brochure**, recent news, and city business, find out what the issues are, and **tailor** your cover letter to how you have dealt with that situation in the past and how you can help the Council move forward.

Otherwise, the biggest issue that leads to a candidate being eliminated *by Council* is when they reach too high such as a small-town manager of <10,000 trying to get a position with a population of 70/80k+ or 70/80k trying to get a 250k population city.

Things that we have seen that are so bad they are almost not worth saying include not putting ANY dates on your positions (and months + years are highly preferred) and when asked about employment gaps giving a response like, "I was just taking a breather." True stories!

6. Regarding resumes or cover letters, what stood out that made the top of the application pile?

In the competitive searches, it's all about tailoring the material to the job/place. Think search engine optimization – if you're applying for a public housing position and you don't have the words housing, HUD, grant, etc. in your materials even once, then you are not going to be competitive. Don't leave your candidacy up to getting the benefit of the doubt – leave the recruiter with no doubt as to how you are prepared and why you are the best fit.

7. How should the candidate interview their prospective employer's community to determine if this is the right fit for her, him or family unit?

Interviewing is a two-way street. Do your homework. Bring your spouse or partner. Use personal networks like churches, civic clubs, sports associations/music teachers/dance schools, etc. to learn more about the community. Talk with the previous manager or current neighboring managers! Set up lunches with the PTA president, the local school superintendent, or the Chamber of Commerce president.

The staff is important too. You don't want to go through a whole process and think that all is well, but then on your first day there is a key person you must work with who is extremely difficult and makes each day drudgery. Get as much exposure to the staff as you can without being a pest.

Also in your conversations, if you want straight answers, ask straight questions at the appropriate time and to the appropriate person.

8. If I have missed a key issue regarding Managers in Transition can you share?

Honor the mentally and emotionally challenging feelings about coping with being in transition — the stages that you go through of denial, blaming, grief, etc. It's all normal and necessary, but so is eventually pulling out of it. It's a fine line between knowing that it's okay to feel those things and that others have before you **AND** that you can rise above them. Don't get stuck in wallowing nor brazenly charge forward before you are prepared mentally top put your best self forward. It's a process with steps and it takes time, but there is a healthy endpoint.



Colorado City & County Management Association 2020 Annual Conference Hotel Colorado | Glenwood Springs, CO February 5-7, 2020

"Fired is Not the Last Chapter"

Questions to Peckham & McKenney, Inc.

1. What resources are available for unemployed professionals searching for job opportunities?

The best available resources are:

- ICMA MIT Program
- ICMA Senior Advisors
- CML, CCCMA
- Peckham & McKenney, and other recruiting firms
- Your own network, which you should be developing constantly

2. What resource does your firm provide for job seekers?

Trick question! Peckham & McKenney has a very long track record of supporting the city and county management associations in Colorado, California, Arizona, Washington, and other states, including resume review services and training sessions at conferences. In between conferences, job seekers regularly phone or email Bobbi Peckham, Phil McKenney, and Andrew (Drew) Gorgey to discuss their circumstances and to make specific inquiries regarding current recruitments, whether managed by our firm or not. We are always happy to hear from you. We are always happy to help. Connect to us on LinkedIn. Input your email address on our website: www.peckhamandmckenney.com.

3. Is there a situation a candidate should avoid during a "meet the candidates" forum?

The three keys to success are 1) to be an expert on your subject (you, the job, the organization, the community), 2) to know your audience, and 3) to remember this part of the recruitment can be a bit of an endurance contest.

4. How should a candidate address termination from a previous or recent employer?

Be truthful, positive, and concise. Get in and out of the topic quickly, don't dwell on it. Practice the most brief, interesting telling of the story until you have it down.

5. Regarding resumes or cover letters, what errors standout that eliminated the candidate from consideration?

This is a separate presentation. For starters, make both documents concise and error free.

6. Regarding resumes or cover letters, what stood out that made the top of the application pile?

This is also a separate presentation. Professionalism, experience, and fit. Rule of thumb: one-page cover letter, no more than three pages for your resume.

7. How should the candidate interview their prospective employer's community to determine if this is the right fit for her, him or family unit?

Respectfully, the main focus should be on being the best candidate you can be in any recruitment. Community and fit are personal and family decisions. Make sure you have family support for, and commitment to, the decision as early in the process as possible.

8. If I have missed a key issue regarding Managers in Transition can you share?

Stay positive, stay patient, and work hard. Grieve the loss of your prior position honestly, and in healthy ways, but don't dwell on it. Learn everything you can from the experience. Look forward. Be open to what happens next, which may or may not be another position in local government management. If being a city or county manager again is your goal, work very hard in the job seeking process. Be prepared to go through as many recruitment processes as it takes.

Prepared by:
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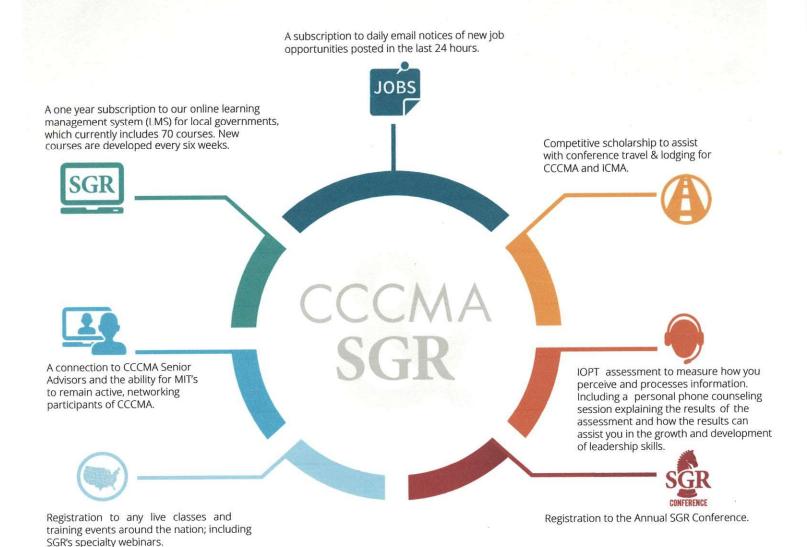
—— CCCMA & SGR —— SUPPORT MANAGERS-IN-TRANSITION

Colorado City and County Management Association (CCCMA) and Strategic Government Resources (SGR) are partnering to support Managers-in-Transition (MIT). Together we can help you search for your next opportunity, provide assistance in personal and professional career development, and more.

CCCMA is proud to serve as a support network both personally and professionally to meet the needs of our members, including MIT's. The organization recognizes the unique challenges of the profession and has created an MIT program to tend to the professional needs of its members.

SGR helps local governments recruit, assess, and develop innovative, collaborative, authentic leaders and is proud to support CCCMA in their efforts to provide practical support to MIT's.

As a Manager-in-Transition (MIT) and a member of CCCMA, you have FREE access to all of the following services to assist you in your personal and professional career development.



To take advantage of these free services please contact SGR Senior Vice President Larry Gilley at LarryGilley@GovernmentResource.com or at (325) 660-4208 or CCCMA Association Manager Denise Taylor at denise@coloradoccma.org.





Recruitment/Executive Search Firm	Job Board URL			
Affion Public	http://www.affionpublic.com/positions			
Alliance Resource Consulting	www.alliancerc.com			
Bakertilly (Springsted)	https://bakertilly.recruitmenthome.com//			
Careers in Government	www.careersingovernment.com			
CPS HR Consulting	https://executivesearch.cpshr.us/			
Gov HR USA	https://www.govhrusa.com/career-center/			
JD Gray Group	http://www.jdgraygroup.com/current-searches			
Koff & Associates	https://koffassociates.com/category/opportunities/			
KRW Associates	https://www.krw-associates.com/open-positions/			
McGrath Consulting Group	https://www.mcgrathhumanresources.com/human-resources/open-positions.php			
Mercer Group, The	http://www.mercergroupinc.com/current-searches.html			
Municipal Solutions (Job Board Coming Soor	www.municipalsolutions.org			
Novak Consulting Group, The	https://thenovakconsultinggroup.recruiterbox.com/			
Odgers Berndtson	https://www.odgersberndtson.com/en-us/about-us/opportunities			
Peckham & McKenney Executive Search	https://www.peckhamandmckenney.com/searches			
Prothman Company, The	https://www.prothman.com/Open_Recruitments/index.aspx			
Ralph Andersen & Associates	https://www.ralphandersen.com/career_opportunities/			
Resources Management & Acquisitions	http://www.rmasearchfirm.com/career_center/job_seekers/			
S. Renee Narloch & Associates	https://www.srnsearch.com/jobshtml			
SGR - Strategic Government Resources	https://www.sgrjobs.com/			
Slavin Management Consultants	http://www.slavinmanagementconsultants.com/search_recruitments.shtml			
Spencer Stuart	https://candidateregistration.spencerstuart.com/			
Teri Black & Company	https://www.tbcrecruiting.com/Recruitments			
WBCP - W. Brown Creative Partners	https://wbcpinc.com/job-board/			
Disclaimer: Recruiters and websites listed are those researched by the presenter that identify Colorado as their region. The				

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Acronym Name	Assorted Government/Department and Associations	Job Board Website
	American Council of Engineering Companies of Colorado	https://jobboard.acec-co.org/
APA	American Planning Association	https://www.planning.org/jobseekers/
APWA	American Public Works Association	http://workzone.apwa.net/
ACCA	Association of Colorado County Administrators	Members have access to list serve and recommended a variety of resources.
BAHRA	Boulder Area Human Resource Association	https://jobs.bahra.org/
CACP	Colorado Association of Chiefs of Police	https://cacp.memberclicks.net/job-posts
CARSE	Colorado Association of Road Supervisors and Engineers	http://www.carse.org/
СВА	Colorado Bar Association	https://www.cobar.org/Jobs-Board
CCCMA	Colorado City and County Managers Association	www.coloradoccma.org/jobs-2/
	Colorado Counties Inc	Job Board was rarely used and removed.
	Colorado Government Finance Officers Association	http://www.rfgsolutions.com/Opportunities/EmploymentOpportunities.aspx
CHSDA	Colorado Human Services Directors Association	Members have access or APHSA and NACHSA advertise high level jobs.
CMCA	Colorado Municipal Clerks Association	Members have access and recommended CML Job Board posting.
	Colorado Municipal League	www.cml.org/utility-pages/job-board
CPRA	Colorado Parks and Recreation Association	https://jobs.cpra-web.org/jobs/
	Colorado Public Health Association	https://cpha.memberclicks.net/career-center
	Connecting Colorado	www.connectingcolorado.com
DCI	Downtown Colorado Inc.	Members have access or sign up for the newsletter.
	Federal Jobs	www.usajobs.gov
GISCO	GIS Colorado	https://giscolorado.org/jobs/
	Government Jobs	www.governmentjobs.com
HCHRA	High Country Human Resource Association (Avon)	https://hchra.shrm.org/current-human-resource-job-openings
ICMA	International City/County Management Association	www.icma.org/job-center
	Linkedin Premum	www.linkedin.com
	National Association of County Administrators	https://icma.org/affiliate-job-listings/90622
	National League of Cities	https://jobsonline.nlc.org
	Public Relations Society of America	https://jobs.prsa.org/
	Rocky Mountain Section American Water Works Association	https://www.rmsawwa.org/networking/
	Social Media Association	http://socialmediaassoc.com/about-sma/job-bank/
SDACO	Special District Association of Colorado	https://www.sdaco.org/classifieds
	State of Colorado Jobs	www.governmentjobs.com/careers/colorado

Disclaimer: The presenter makes no warranties about the completeness of this information. Note: As a manager the list can benefit job seekers and agencies seeking to fill a variety of local government job vacancies. Many of the organizations listed provide free, low cost job openings or membership only postings. The intent of this list was to provide job board URLs. If a URL is not provided the agency provided information regarding their job board. Traditional newspaper Help Wanted ads are an option. The presenter found a handful of local communities that advertise local government jobs at one site.

Great Successes Who Got Fired, by Geoffrey James Contributing Editor, Inc. com

- 1. Abraham Lincoln was fired from his job as a captain in the army during the 1832 Black Hawk War and reduced to the rank of private.
- 2. *Bill Belichick* was fired from the NFL's Cleveland Browns before becoming one of the world's most successful head coaches.
- 3. Howard Stern was fired from his job as a radio personality on NBC when management finally got fed up with his off-color humor.
- 4. *Isaac Newton* was removed from his job as overseer of his family farm in Lincolnshire after his mother realized that he hated the work.
- 5. *J.K. Rowling* was fired from her job as a secretary at Amnesty International for using her computer for personal business.
- 6. *Jerry Seinfeld* was fired from his first job as an actor in the TV sitcom Benson after giving what the producers felt was a lackluster performance.
- 7. Lady Gaga was fired from her first record label which wasn't prepared to wait another six months for her to create her debut album.
- 8. *Lee Iacocca* was fired from Ford Motor Company after launching one of the company's best-selling products, the infamous "Exploding Pinto."
- 9. *Madonna* was fired from Dunkin' Donut on her first day at work, allegedly for squirting jelly filling on a rude customer.
- 10. *Mark Cuban* was fired from his job as a salesperson at a retail computer store because he failed to open the storefront one morning.
- 11. *Michael Bloomberg* was fired after a leveraged buyout of the investment bank Salomon Brothers, where he was a partner.
- 12. *Mozart* was fired as a musician in the court of the prince-archbishop of Salzburg, an event memorably portrayed in the movie Amadeus.
- 13. *Nikola Tesla* was fired from his job as a draftsman in Slovenia due to his incessant gambling at cards and mental illness.
- 14. *Oprah Winfrey* lost her job as a news reporter at a Baltimore TV station because the producer believed she was a bad fit for the job.
- 15. Robert Redford lost his job as an unskilled worker at Standard Oil for accidentally breaking glass bottles and falling asleep on the job.
- 16. *Steve Jobs* was fired from Apple because his management style clashed with that of his hand-picked CEO, John Sculley.
- 17. *Thomas Edison* got fired when he accidentally dropped some acid that ate through the floorboards of the laboratory where he worked.
- 18. *Truman Capote* was fired from his job as a staff writer for The New Yorker magazine allegedly for insulting the poet Robert Frost.
- 19. Walt Disney was fired as a cartoonist for the Kansas City Star newspaper because he "lacked imagination and had no good ideas."

I put the word "geniuses" in quotes because while some of them were geniuses by any measurement, you would never have heard of them if they hadn't picked themselves up and tried something different.

Isaac Newton, for instance, might have remained on the farm had his family lacked the connections for him to attend Cambridge. Even Steve Jobs might have slipped into obscurity had he not continued to believe in his vision for the future.

So if you've ever been fired, use it as a pink slip of courage. Push forward. Leave your baggage behind you and burn the boats so you'll never go back. And if you're in a job that you hate... do yourself a favor and get yourself fired.

One-click posting















































The Job Network







TipTopJob.com













Better Jobs





















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Post Job Free





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SCENE

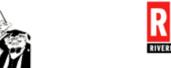




Veteran Job Boards
Support our troops
and find great talent.



















































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